



Seven Young Airlines Try Their Ancillary Revenue Wings

This CarTrawler analysis reviews the ancillary revenue strategies of seven new entrant airlines: Air Japan, Akasa Air, BeOnD, Bonza, Greater Bay Airlines, Jetlines, and Norse Atlantic.

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About Jay Sorensen, Writer of the Report

Jay Sorensen's research and reports have made him a leading authority on frequent flyer programs and the ancillary revenue movement. He is a regular keynote speaker at ancillary revenue and airline retail conferences and has testified to the US Congress on ancillary revenue issues. His published works are relied upon by airline executives throughout the



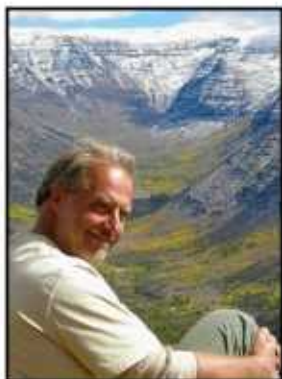
Jay with sons Anton and Aleksei at Artist Point in Yellowstone National Park.

world and include first-ever guides on the topics of ancillary revenue and loyalty marketing.

Mr. Sorensen has 40 years experience in product, partnership, and marketing development. As president of the IdeaWorksCompany consulting firm, he has helped boost airline revenue, started loyalty programs and co-

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Eric Lucas is an international journalist whose work has appeared in Michelin travel guides, Alaska Airlines *Beyond Magazine*, *American Essence*, *Epoch Times*, *Westways* and many other publications. Founding editor of *Midwest Airlines Magazine*, he is the author of eight books. Eric has followed and written about the travel industry for more than 30 years. He lives on San Juan Island, Washington, where he grows organic garlic, apples, beans and hay; visit him online at TrailNot4Sissies.com.

Eric, at his favorite summer retreat, Steens Mountain, Oregon.

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START-UPS FACE A DIFFICULT BIRTH

New entrant airlines provide a unique marketing lesson because they begin with an empty canvas. In theory, start-up teams scan the competitive environment and select features they believe will produce success. The real world often intrudes with regulatory surprises, funding shortfalls, supplier delays, and quick fixes that deliver less-than-ideal outcomes. Nevertheless, the latest crop of airlines reveals where the industry is headed in terms of retail practices. This report reviews the ancillary revenue methods of a global collection of seven airlines which began service during the past few years.

I was fortunate in my life to be part of an airline start-up. It was called Midwest Express and it began life as a wholly owned subsidiary of the Kimberly-Clark Corporation. This was during the crazy period of the 1980s when every month seemingly brought one or two new airlines in the US. I started with the airline before it began flying and spent the first year fixing problems and learning something new almost every day. It was my first job out of college.

The airline was started on a flawed assumption: that business travelers would happily pay a full economy fare for 2x2 leather seating, sumptuous meals served on china, and complimentary wine. Our first week load factor of 9.7 percent painfully proved how wrong we were. We pivoted quickly to discounted fares and ultimately supersavers, and the airline enjoyed success. The professionals associated with the airlines included in this report experience similar trials and troubles and I deeply admire their efforts.



A start-up quickly changed direction; Midwest Express promised first class service at full Y fares.

BRANDED FARES PREVAIL

Almost all the airlines in this report rely upon branded fares as their primary ancillary revenue method. This is a significant change from ten years ago when these were much rarer. Branded fares provide the best ancillary revenue results and are based upon marketing research which has shown many consumers prefer a “middle choice” rather than opting for the lowest or highest price. A well-designed branded fare strategy should encourage 50+ percent of consumers to choose a fare offering more comfort and convenience. This is an enormous improvement from the long-held belief that all consumers seek the lowest price.

Seven Start Ups and Their Ancillary Revenue Styles Notable airlines launching flights during the post-pandemic period		
Airline	Start Up Date and Home	Ancillary Revenue Style
Air Japan	2024 (Feb) Japan	Branded fares - 3
Akasa Air	2022 (Aug) India	Branded fares - 2
BeOnd	2023 (Nov) Maldives	Branded fares - 3
Bonza	2023 (Jan) Australia	Branded fares - 2
Greater Bay Airlines	2022 (July) Hong Kong	Branded fares - 3
Jetlines	2022 (Sep) Canada	Fare Family – up to 4
Norse Atlantic Airways	2022 (June) Europe	Branded fares - 3

Sources: Airline websites reviewed by IdeaWorksCompany, February 2024

Branded fares are based upon the retail practice of “bundling” which was largely introduced all over the world courtesy of McDonald’s “value meals.” One price delivered the perception of savings by bundling a hamburger, fries, and Coke. Branded fares expanded the idea with a “good, better, and best” offer for consumers.

The method is validated by the success it enjoys in other industries. I visited an auto repair shop and saw an offer for good, better, and best oil changes. The store manager was amazed when I correctly guessed 5 percent of customers choose the best option, 50 percent the middle option, and 45 percent the lowest priced option. “How did you know that?” he asked. It’s simple, when you understand the psychology of branded pricing.



The 3 oil change options at the Goodyear repair shop were priced at \$25, \$50, and \$70 with the top 2 including the deal sweetener of free tire rotation.

Poorly designed branded fare presentation can confuse and overwhelm consumers during the booking process. When this occurs, almost all consumers default to the lowest fare. Branded fares ease decision-making for consumers by bundling the most popular optional extras into a single package. Most consumers have a natural preference for a “middle choice” which they believe represents a safe balance of savings and comfort. Consumers have the expectation of savings when they bundle. Unfortunately, this trust is violated when airlines exaggerate the actual savings offered by buying a bundle. Honesty is a necessity.

Branded fares boost results when this advice is followed:

- **Offer 3 branded fares.** Two fares force consumers into a binary choice, which favors the cheapest; four fares overwhelm the natural desire to quickly decide.
- **Keep all products on the shelf.** True branded fares don't sell out purely for revenue management reasons. For example, the lowest priced fare shouldn't disappear as a flight fills up (this is defined as the “fare families” method).
- **Maintain rational price intervals.** For example, a \$100 “good” fare would not be followed by a \$400 “better” fare and a \$1,500 “best” fare. This extreme example removes the credibility of choice and the majority of consumers would buy the \$100 fare.
- **Don't overwhelm with benefits.** Bullet points are a great method to display fare benefits, and these should increase in number for the better and best fares. But don't fall into the trap of adding too many benefits, as this adds confusion to the comparison process.
- **Provide tools.** Offer the ability for consumers to compare benefits and “click for details,” for those wishing to learn more.
- **Highlight the middle fare.** Use graphic signaling such as the word “Recommended” to direct awareness.

By following the above methods, airlines can expect 45 percent of customers to book the lowest fare, with 50 percent choosing the middle fare, and 5 percent opting for the top fare. This method allows the branded fares to do the “heavy lifting” in the booking path by bundling revenue-crucial decisions. These choices can include baggage and assigned seating. Of course, the “best” fare can include other added service elements.

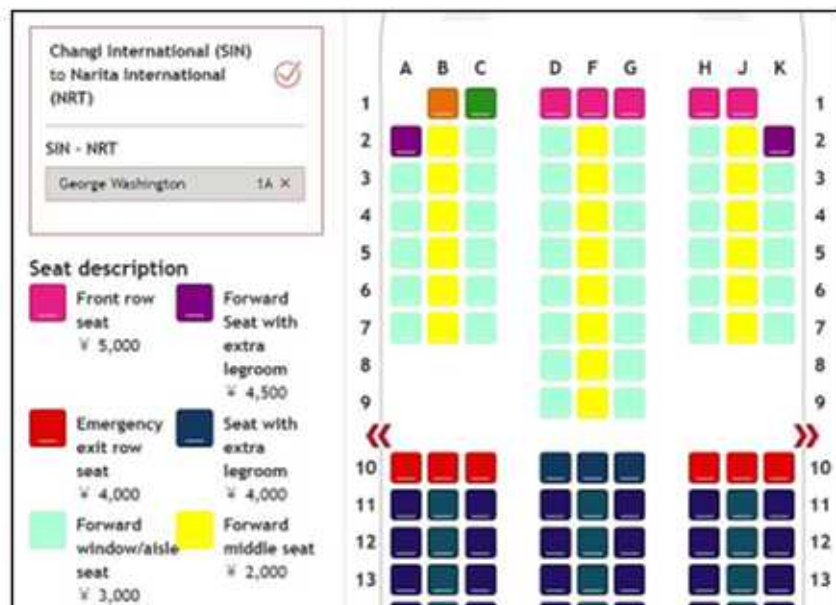
After the consumer makes a fare choice, the airline can add a few more a la carte options. Banished is the former practice of subjecting consumers to a laundry list of four or more items. Instead, a la carte selections should be limited to two or three, and ideally customized to a consumer's travel criteria, such as destination, travel dates, party size, and branded fare selection. For example, a family of four buying basic economy fares is not the best candidate for airport lounge access. Let's begin a review of the seven new entrants presented in alphabetical order.

AIR JAPAN – JAPAN

This LCC, owned by All Nippon Airways, can trace its corporate roots back to 1990 when it operated as a charter airline. Since then, the carrier became a scheduled carrier in 2001, and in its most recent complete reincarnation, is now an international carrier flying single-class Boeing 787 aircraft from its Tokyo Narita hub. Air Japan strives for a less austere approach to low-fare travel with a 32-inch pitch (Ryanair features 30 inches) and nice touches, such as boarding music provided by the Tokyo University of the Arts.

The airline offers three branded fares with the English names of Simple, Standard, and Selected. Hovering the cursor over each fare box reveals the fare breakdown with base fare and all taxes. Consumers can click for details for each fare to read a simple text display of features. They may also "Compare fare brand benefits" to view a helpful pop-up box.

After fare selection, the booking path advances to an a la carte screen for assigned seat, baggage and meal options. The seat map provides a big palette of color and describes the benefits of each category. The overall flow of the process is smooth and efficient.



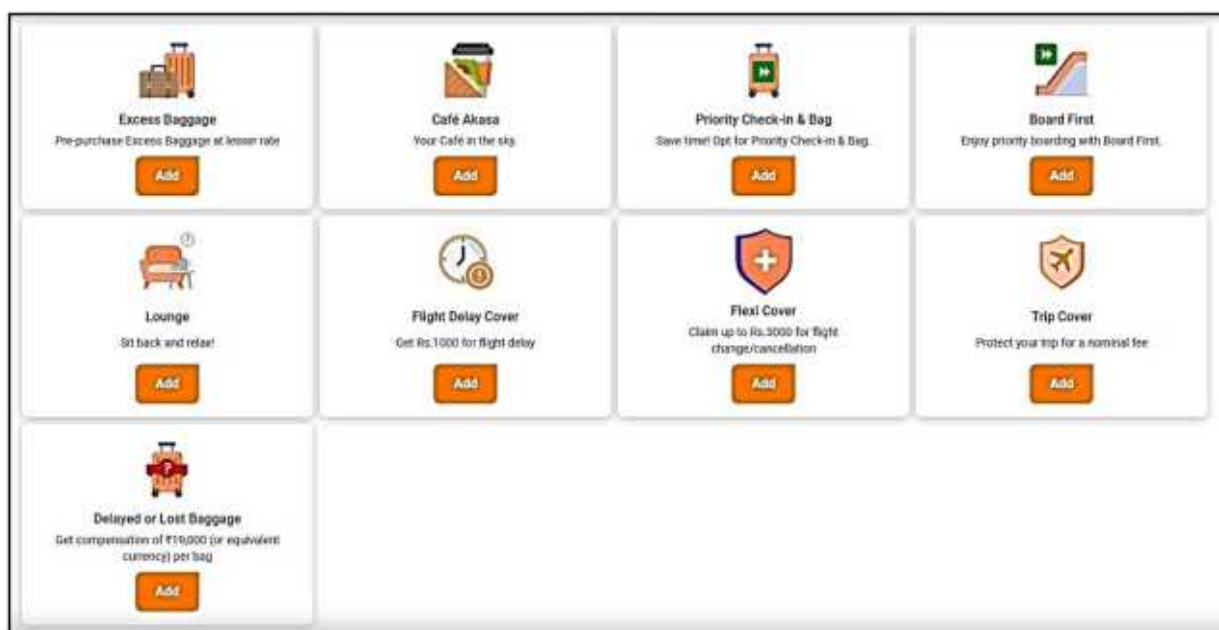
Something new: The airline also offers free soft drinks to passengers seated in rows 1 through 9 in the front.

AKASA AIR – INDIA

This India-based low cost carrier (LCC) began service in 2022 and now has focus cities in Bengaluru and Mumbai. The all-Boeing 737 MAX fleet offers a single-class service. The carrier is privately held and led by the former CEO of Jet Airways.

Cabin crew wear smartly designed black and orange sneakers. Buy-on-board packaging is 100 percent recyclable, to include biodegradable wood cutlery. India's aviation market has certainly become frothy with the relaunch of Air India and big gains made by Indigo. Akasa likely hopes to merely gain a modest share of India's rapidly growing domestic market, which has reached 136 million passengers.¹

Akasa Air offers two branded fares: Saver and Flexi, the latter of which packages café, assigned seating, and flexibility features. The airline would enjoy better ancillary revenue if it offered three branded fares. The branded fare boxes display abundant details regarding change and cancellation such as fees and timing. This clutter might be avoided by using a click for details function. Next in the booking path the consumer faces a very large array of nine a la carte choices on a single page, as shown in the graphic below.



Akasa's a la carte screen offers four various types of booking or baggage protection service.

The unusually large number of choices places a heavy decision load on the consumer. Furthermore, clicking on the Akasa Café reveals more than 50 pre-order meal, snack, and beverage items. The “board first” option does offer transparency that's rarely seen in an airline booking path: “In the absence of boarding via an aerobridge, passengers will be invited to board the bus first.” That's a very honest disclosure. The complexity of seat selection is wisely offered on a dedicated screen.

The seat map provides the price of every seat, but lacks color coding to help consumers understand benefits of each seat type. But once again, the airline provides a snippet of transparency rarely provided with other airlines: “If your pre-booked seat is unavailable due to operational reasons, we will provide you with an alternate seat, or a full refund of your seat fee.”

¹ India Directorate General of Aviation, Handbook 2022-2023 for the period ended 31 March 2023.

BEOND – MALDIVES

This is the most unusual airline in this report because it offers an all-premium cabin. BeOnd's initial Airbus 319 has 44 lie-flat business class seats, which is far below the jet's economy seating capacity of 156 seats. The destination for its Europe and Riyadh flights is Male International Airport in the Maldives. The airline is designed to provide upscale access for Maldives' rapidly growing tourism industry.

BeOnd offers 3 branded fares: Delight, Bliss, and Opulence. Delight is the lowest-priced fare, but this is no basic economy offer: 40kg (88 pounds) checked baggage, fast track screening, premium meals on china, and a lie-flat seat. The Delight fare charges a fee for assigned seating, and does not provide airport lounge access. Opulence includes the luxury of lounge access and limousine transfer.

The booking path begins with the branded fare offer. More details are provided by scrolling down to view the eight features described for each fare. The need to scroll down might cause confusion for some.


Hovering the cursor over the information buttons delivers a short pop-up description. However, these are not consistently offered, with no details available for premium seat, lounge access, and premium transfer products.

Seat assignment is offered after personal details are entered. It's only then that the definition of "premium seat" is understood. The feature would be more accurately listed as "assigned seating." Higher priced fares include assigned seating anywhere in the cabin with the exception of extra leg room seats which provide an ottoman leg rest. This was priced at \$150 extra for the Munich – Male flight queried.

BeOnd offers a very unusual product and first-time customer familiarity would be expected to be quite low. Consumers would benefit from more product details, especially related to the premium services of lounge access and chauffeured connections.

There's a lot to digest here. This display is repeated for each of BeOnd's three fares.

Delight Experience



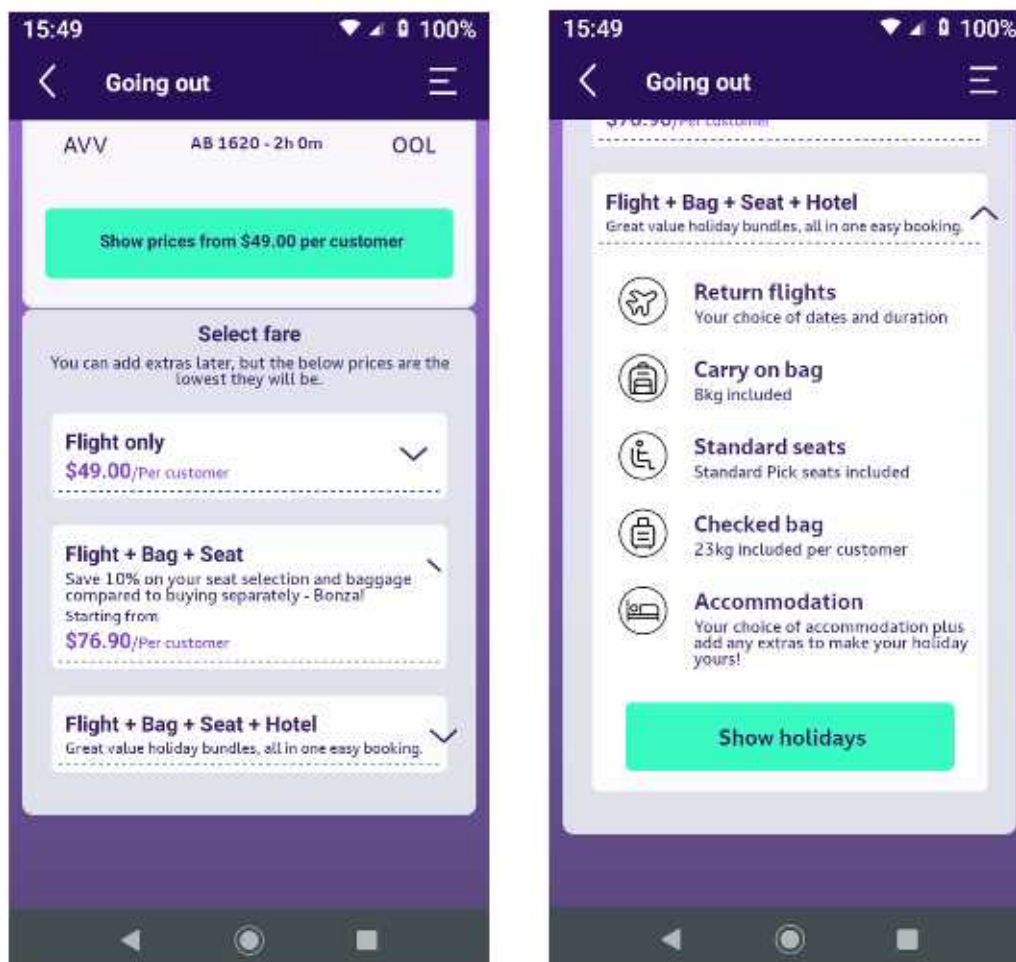
What's Included		
✓	Checked Baggage	40 KG
✓	Cabin Baggage	10 KG
✓	Change In Booking	Extra Charges
✓	Refunds	Extra Charges

Luxury Benefits		
✓	Fast Track	Yes
✓	Premium Seat	At a fee
✗	Lounge Access	No
✗	Premium Transfer	No

BONZA – AUSTRALIA

This airline is owned by 777 Partners, a private firm which also owns Flair Airlines in Canada and most surprisingly, shares in sports teams in Australia, Brazil, and Europe. During 2023 the carrier flew more than 650,000 passengers and more than 1.5 million Australians downloaded its mobile app.² That is a notable statistic because the airline only sells tickets through the app; you can't book a seat at its website. There must be something trending with crew attire and sneakers; similar to Akasa Air, Bonza also equips its cabin crew with athletic shoes.

Bonza delivers a decidedly different buy-on-board service. Passengers order drinks and snacks from the app, and these are individually delivered without the use of a trolley. The airline also promises unique Australian food with items such as banana bread waffles and snag in a bag (hot dog on a bun). Drink cups are reusable through a relationship with a company called TURN. Used cups are returned to TURN's local wash hub where they are cleaned and packaged for re-use.



Here are two screenshots from Bonza's mobile app. The display on the right reveals the list of features offered by the Flight + Bag + Seat + Hotel option.

² "It's been a bumper purple year for Australia's only independent low-cost carrier Bonza" press release dated 28 December 2023 at FlyBonza.com.

At first glance the fare selection screen in the mobile app suggests three branded fares are available. However, it's only two branded fares: "Seat Only" and "Flight + Bag + Seat." The third option is not a fare, but combines hotel accommodations with the top-priced fare. I've not seen this presentation before, and while it's unique, it likely confuses consumers. Viewing the screenshots on the prior page, I spent time trying to find the "third fare" value after seeing the AUD 49 and AUD 76.90 prices.

Mobile always presents a challenge for optimum display of branded fare features. Screen size places limits on what can be shown. However, Bonza delivers a retail-worthy display. When the drop down feature is selected, the booking path instantly conveys benefits with helpful icons (better than bullet points) and well-chosen text.

The mobile app's assigned seating screen provides a great example of best practice. That's because it combines succinct copy with pricing placed on every seat. It's amazing how much is accomplished in such a small space. Seating zones are branded and benefits such as "20cm more room to stretch" are noted. This ensures the consumer is well aware of what is offered for sale; an educated consumer makes the best customer.



All the right retail methods: Bonza has one of the best seat maps we've seen in a mobile app.

GREATER BAY AIRLINES – HONG KONG

Much to the annoyance of Cathay Pacific, Hong Kong Airlines, and HK Express, the 7+ million residents of Hong Kong gained access to a fourth hometown airline in 2022. The investors in this LCC interpreted the addition of a fourth runway and high speed ferry routes at Hong Kong International Airport as an invitation to start an airline to focus on residents of the Greater Bay Area. The airline operates as a classic LCC using Boeing 737 aircraft in a dense 189-seat configuration.

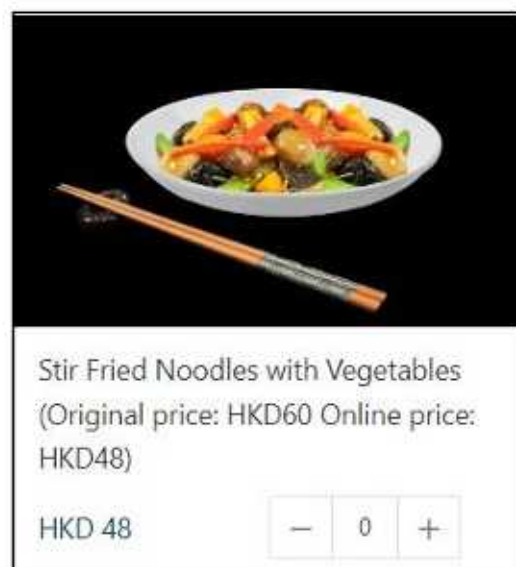
The booking path at the Greater Bay website is functional and austere. The airline offers three branded fares: Go Go, Value Go, and Flex Go. Go Go is a basic economy fare which charges fees for assigned seating and checked baggage, and this is nominally indicated by the “\$” symbol. The carry-on limit for all fares is a relatively generous 7kg (15.4 pounds). In an interesting move, Go Go and Value Go fares include free assignment for a middle seat in the rear zone of the aircraft. This element is not clearly presented and the zone is not defined in the seat map. The Flex Go fare includes any assigned seat with the exception of extra leg room seats.

Fare rules	Go Go	Value Go	Flex Go
<ul style="list-style-type: none"> ✈ Seat 🧳 Checked baggage allowance 	Seat \$ Checked baggage allowance \$ Rebook and Refund > HKD 520	Seat \$ Checked baggage allowance 20kg(1pc) Rebook and Refund > HKD 780	Seat One-time complimentary reservations(Standard or LipFront) Checked baggage allowance 20kg(1pc) Rebook and Refund > HKD 1,400
	<input type="button" value="Select"/>	<input type="button" value="Select"/>	<input type="button" value="Select"/>

Greater Bay Airlines uses a minimalist approach to retail display. Clicking on the “Rebook and Refund” text reveals very specific and immediately available fare restrictions, which many airlines lack.

After selecting the branded fare, the booking path continues with a la carte choices for assigned seats, pre-paid meals, and baggage. The seat map reveals fees when the cursor is hovered over a specific seat, but lacks any further descriptive treatment. Greater Bay offers the equivalent of a basic economy booking experience. Upgrading the website to better present its brand and deliver more information will encourage consumers to open their wallets wider. A visit to the website of HK Express, a competitor sharing the same hub, delivers a far more engaging booking path that likely delivers better results, even though it only offers two branded fares instead of three.

Greater Bay's pre-paid meal online offer uses attractive images, simple text, and a defined discount for online purchases.



JETLINES – CANADA

This is a very busy publicly held airline with multiple initiatives. Jetlines' operations include scheduled service, charters for sports teams and travel companies, and vacation packages. It has positioned itself as a customer-friendly LCC, which it believes represents an unfilled opportunity in the Canadian market. Jetlines operates single-class Airbus 320 aircraft from its Toronto Pearson International hub to sun destinations in the US, Mexico, and Caribbean.

Among the carriers in this report, Jetlines is the only one to offer fare family fares. This method is similar to branded fares with one major exception; lower-priced fares are independently managed and are not offered as the aircraft fills. For example, among the four fares (JetLite, JetPlus, JetFlex, JetLines) the lowest priced might not be offered on all flights. The booking path presentation neglects many of the practices recommended earlier (see graphic below). At first glance, one might believe the most expensive "JetLines" fare (right side) has the fewest benefits because it displays fewer lines of descriptive text. The price increases between the fares take dramatic jumps, as this normally occurs with the fare family method. The description of benefits is a complex combination of different disclosures; typically, the box for each branded fare should only list product inclusions.

JetLite	JetPlus	JetFlex	JetLines
Low Fare Seat Selection - \$45 Checked Bags - Extra Changes - Not Allowed Cancellation - No Refund Buy Onboard - Extra	Plus More Seat Selection - \$25 Checked Bags - Extra Changes - \$50 Cancellation - Not Allowed Buy Onboard - Extra	Flexible Choice Seat Selection Included Extra Legroom Seats \$ Checked Bags - One Free Changes / Cancellation - \$50 Buy Onboard - Extra	You Got It All Extra Legroom Seats - Included Checked Bags - One Free Changes - Yes Cancellation - \$50
\$149	\$219	\$399	\$589
Select	Select	Select	Select

Here are the fares for a roundtrip between Toronto and Orlando. The top-priced fare is 4X higher than the lowest.

After fare selection, the booking path advances to a la carte choices for assigned seats, carry-on baggage, checked baggage, pet transport, and trip insurance (varies by market). Seating from front to back has the same price, with extra leg room seats priced higher. Adding a carry-on bag doesn't appear to add a fee. The a la carte section lacks a function to click for details. When consumers encounter these conditions, they will skip additional purchases or abandon the shopping cart.

This is a larger view of the JetLite fare.

JetLite
Low Fare Seat Selection \$45 Checked Bags - Extra Changes - Not Allowed Cancellation - No Refund Buy Onboard - Extra
\$149
Select

NORSE ATLANTIC – EUROPE

Norse is a long haul low cost carrier with a focus on transatlantic markets. The company is publicly listed on the Oslo Stock Exchange. It's the only airline in this report which operates two cabin classes: Economy and Premium. The latter offers reclining 19.5-inch wide seating with a 43-inch pitch, meal service, priority boarding, and a medium-sized carry-on allowance. Each cabin has three branded fares: Light, Classic, and Flextra. Its Boeing 787 aircraft are named after national parks in Europe and the US, such as Grand Canyon, Yellowstone, and Yosemite.

The airline provides an exceptional booking path. It's easy to use, with the ability to return to prior screens with ease, and an abundant ability to click for more details. The manner of its branded fare presentation largely meets the practices described earlier; I would suggest one or two fewer bullet points for each fare.

RECOMMENDED		
Premium Light \$652 <ul style="list-style-type: none"> 1 x personal item 1 x Carry-on (10kg / 22lb) 2 Meal services Premium boarding Priority check in Changeable for fee 	Premium Classic \$742 <ul style="list-style-type: none"> 1 x personal item 1 x Carry-on (10kg / 22lb) 1 x Standard checked bag (23kg / 50lb) 2 Meal services Premium boarding Priority check in Changeable for fee 	Premium Flextra \$922 <ul style="list-style-type: none"> Seat selection 1 x personal item 1 x Carry-on (10kg / 22lb) 2 x Standard checked bag (23kg / 50lb) 2 Meal services Premium boarding Priority check in Changeable
Select	Select	Select

Pitch perfect for Norse premium class. Price increases are reasonable between fares, "Recommended" highlights the middle choice, and pop-up boxes briefly describe key features.

Continuing in the booking path after fare selection reveals screens dedicated to bags, seats, meals, and extras. Baggage selection always represents a complex decision moment for consumers, and Norse delivers an intuitive selection box (see graphic below) with easily understood icons and easy-to-use buttons.

Pre-purchase baggage

Personal item
Included

Carry-on
(10kg / 22lbs)

Light checked
(15kg / 33lbs)

Standard checked
(23kg / 50lbs)

Heavy checked
(32kg / 70lbs)

Fare Class: Economy Light
New York (JFK) to London Gatwick (LGW)

Traveler 1				
	Carry-on (10kg / 22lbs)	\$45	- 0 +	\$0
	Light checked (15kg / 33lbs)	\$60	- 0 +	\$0
	Standard checked (23kg / 50lbs)	\$75	- 0 +	\$0
	Heavy checked (32kg / 70lbs)	\$170	- 0 +	\$0

Oversized/sports *

The seat map appropriately includes color coding to designate seating zones and places a price on each assigned seat. Consumers have the flexibility to book and buy one meal served just after take-off, or one meal served just before landing, or both. Each of these pages (bags, seats, and meals) uses a pop-up reminder for those who didn't make a selection (see graphic below).



You did not select a meal for your flight

Not all of your flights have a meal selected. You have selected an Economy Light fare on at least one of your flights this fare does not include a meal. If you want a meal, please go back to pre-purchase a meal.

[No thanks](#) [Add now](#)

The last screen offers additional services, such as priority check-in, boarding, and airport lounge access. These are tailored for specific flight segments. In the interest of brevity, these could be promoted via follow-up message, which would serve the desire to reduce booking path workload for consumers. But overall, it's a great booking path performance for Norse.

But wait, there's more. I also spied a fascinating impulse offer on the last screen for the London – New York flight I queried. In the same retailing style that places candy next to the check-out lanes in a grocery store, Norse makes one last a la carte pitch (see graphic below). Yup, for that long daytime flight, you can “raid the pantry” for a tapas snack.



Enhance your onboard experience

 **Tapas platter**

Enjoy a gourmet tapas platter to graze on during your flight.
Available for pre-order only!

\$9 [Add](#)

Bravo to Norse for its booking path retailing bravado. The airline also treats its customers with fairness and transparency by including a very clear shopping cart list on every screen that shows the a la carte items selected along with prices. The bottom of the cart has a details button to view fare rules. This links to one of the best easy-to-understand descriptions of change and cancellation policies I've seen.

THINK LIKE A RETAILER, NOT AN AIRLINE

Airline websites are designed to fulfill orders, and generally accomplish this task exceptionally well. But in terms of creating a retail environment that encourages consumers to enjoy travel planning and flight shopping . . . we fail at that task every day. Even online travel agents struggle with this; they operate very capable shopping malls, but the real estate does not inspire. The lack of retailing magic spans from the website to onboard the flight.

On this page is an image of a humble snack box, which could represent one offered by any airline. I admit, this is among the saddest of images I could find. Some airlines would jazz up the graphics with a giant logo, a jet, a palm tree, or a happy family on vacation. None of these have any relationship to food.



This is the outcome when a corporate branding team designs something they have no business designing.

Imagine placing this box on the shelf of your local grocery store. It would sit there forever and never enjoy the thrill of a barcode scan. I visited a Trader Joe's store (which is an upscale US grocery chain owned by Aldi) to seek retailing wisdom. The store manager described how the home office changed the packaging for their fresh lasagna entrée. At one time it was packaged with clear plastic to offer a full view of the unappetizing uncooked contents. The product sold poorly. This was changed to show an image of the fully prepared product — sales easily quadrupled. It's a lesson I will never forget — think like a retailer with your products on a store shelf.

The application for ancillary revenue is clear. Booking a seat represents order-taking. But an airline website should do much more. We should offer a place to dream, research, and plan. This requires investment without a straight line connection to profit and this is often an obstacle. Ancillary revenue — in all its forms from checked bags, assigned seats, hotel bookings, to co-branded credit cards — requires promotion and persistence. To move these items from the store shelf to the shopping cart requires you to master your shopkeeper skills.

So go ahead, put your apron on and get behind that cash register.

IdeaWorksCompany connects key ancillary revenue destinations

IdeaWorksCompany knows all the ancillary routes, from the Airport to A la Carte, Bundled to Branded, and Commission-based to Third Party.



IdeaWorksCompany offers the hands-on-experience of a team of former airline executives and the innovative spirit of a leading travel consultancy. Since 1996 we have helped 70 client companies including airlines, loyalty programs, passenger railroads, and hotel brands. Jay Sorensen has presented on-site workshops in Europe, the Middle East, South America, Asia, and North America, and has issued 100 reports, 16 yearbooks of ancillary revenue, and more than 20 other publications on frequent flyer programs and travel industry statistics.

IdeaWorksCompany clients do better.

Contact Jay Sorensen for more information.

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